
INTRODUCTION

Mayor's Letter	1
Organization	5
Organization Chart	6

BUDGET OVERVIEW

Budget Overview	7
Process and Policy	15
Budget Process	15
Fiscal Policy	24
Fund Accounting	27
Financial Summary	31
Funds Summary	31
Taxing Overview	45
Operating Budget Ordinance	47
Authorized Complement	67
Capital Improvement Program	71

GENERAL FUND REVENUES

General Fund Summary	79
----------------------------	----

GENERAL FUND EXPENDITURES

General Fund Summary	95
----------------------------	----

CITY ATTORNEY

City Attorney Summary	97
City Attorney	100
City Attorney Authorized Complement	102

CITY COUNCIL

City Council Summary	103
City Council	104
City Council Authorized Complement	105

CITY COURT CLERK

City Court Clerk Summary	107
City Court Clerk & TVB	110
Automated Photo Enforcement	111
City Court Clerk Authorized Complement	112

CITY COURT JUDGES

City Court Judges Summary	113
City Court Judges	114
City Court Judges Authorized Complement	115

COMMUNITY ENHANCEMENT

Community Enhancement Summary	117
Community Enhancement - Administration	119
Community Enhancement	120
Community Enhancement Authorized Complement	121

CITY ENGINEERING

City Engineering Summary	123
Administration/Planning Design & Construction	126
Signs & Markings	127
Signal Maintenance	128



City Engineering Authorized Complement	129
EXECUTIVE	
Executive Summary	131
Mayor's Office	133
Chief Administrative Office	134
Auditing	135
311 Call Center	136
Office of Youth Services and Community Affairs	137
EMA	138
Contract Compliance	139
Intergovernmental Affairs	140
Executive Authorized Complement	141
FINANCE	
Finance Summary	143
Administration	146
Financial Management	147
Purchasing	148
Budget Office	149
Debt Management	150
City Treasurer	151
Office of Financial & Strategic Planning	152
Finance Authorized Complement	153
FIRE SERVICES	
Fire Services Summary	155
Administration	158
Apparatus Maintenance	159
Logistical Services	160
Training	161
Communications	162
Fire Prevention	163
Fire Fighting	164
Emergency Medical Services	165
Airport	166
Fire Services Authorized Complement	167
GENERAL SERVICES	
General Services Summary	169
Administration	172
Property Maintenance	173
Real Estate	174
Operation City Hall	175
Printing/Mail Services	176
Park Operations	177
Weights and Measures	178
General Services Authorized Complement	179
GRANTS & AGENCIES	
Grants & Agencies Summary	181
HCD	
HCD Summary	183
Housing	186
Economic Development	187
Community Initiatives	188
Renaissance Business Center	189



HCD Authorized Complement	190
HUMAN RESOURCES	
Human Resources Summary	191
Administration	194
Health, Wellness & Benefits	195
Recruitment and Selection	196
Compensation/Records Administration	197
Labor Relations	198
Office of Talent Development	199
Workplace Safety and Compliance	200
Human Resources Authorized Complement	201
INFORMATION SERVICES	
Information Services Summary	203
Information Services	206
Information Services Authorized Complement	207
PARKS & NEIGHBORHOODS	
Parks & Neighborhoods Summary	209
Administration	214
Planning & Development	215
Park Operations	216
Park Facilities	217
Zoo	218
Brooks Museum	219
Memphis Botanic Garden	220
Fairgrounds/Stadium	221
Recreation	222
Golf	223
Special Services	224
Animal Shelter	225
Libraries	226
Neighborhood Watch	227
Parks & Neighborhoods Authorized Complement	228
POLICE SERVICES	
Police Services Summary	231
Executive Administration	234
Administration Services	235
Uniform Patrol	236
Investigative Services	237
Special Operations	238
Police Services Authorized Complement	239
PUBLIC SERVICES & NEIGHBORHOODS	
Public Services & Neighborhoods Summary	241
Administration	243
Special Services	244
Animal Services	245
Sexual Assault Center	246
Motor Vehicle Inspections	247
Music Commission	248
Library	249



Public Services & Neighborhoods Authorized Complement	250
PUBLIC WORKS	
Public Works Summary	251
Administration	255
Street Maintenance	256
Street Lighting	257
Neighborhood Improvements	258
Public Works Authorized Complement	259
ENTERPRISE FUNDS	
Enterprise Funds Overview	269
Sewer Fund Summary	270
Sewer Fund Authorized Complement	279
Storm Water Fund Summary	281
Storm Water Fund Summary	282
Storm Water Fund Authorized Complement	286
INTERNAL SERVICE FUNDS	
Internal Service Fund Overview	287
Health Fund	288
Human Resources Authorized Complement	289
Other Post Employment Benefits	290
Fleet Management	291
Fleet Management Fund Authorized Complement	292
SPECIAL REVENUE FUNDS	
Special Revenue Funds Overview	293
Public Works	294
Public Works Authorized Complement	296
Finance	297
Finance Authorized Complement	298
Park Services	299
Park Services	300
Park Services	301
Park Services Authorized Complement	302
Planning & Development	302
Planning & Development	302
FIVE YEAR PROJECTION	
Five Year Projection	305
APPENDIX	
Community Profile	323
Glossary	327

